

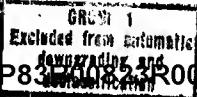
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12 August 1970

MEMORANDUM FOR: Director of Security

SUBJECT : Office of Security Individual
Career Advancement Program

1. Over the years, the Office of Security Career Board has been alert to move careerists to various assignments so as to enhance their careers. The direction of thrust in our program has been "top--down" (management to employee). I feel that our efforts have strengthened our Office but we may have overlooked some potential talent in individuals who have been less vocal than others about developing their careers.
2. Our Long-Range Planning Group has studied the problem of career assignments, keeping particularly in mind our young professional employees. This effort gave rise to a suggested program in which the thrust of individual career planning is from the "bottom--up." We have captioned this approach as the Individual Career Advancement Program (ICAP). One of the hopes of the program is that the motivation which drives young employees to succeed will automatically carry with it a motivation to qualify themselves for specific assignments along the way. Such qualification would involve training, language development, and overseas assignment to mention a few. It is also hoped that the program will involve planning in the family unit so as to make flexibility of assignments come more easily and possibly more enthusiastically.
3. The program leaves room for the specialist but highlights an awareness of the possible shortcomings of such a choice. This, too, should ease disappointments in the twilight of careers when the "system" is so frequently blamed and criticized. The true specialist who has broader capabilities will have steered his own course. Specialization will have been his choice.



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4. The attached form captioned "Career Continuity Record" is the heart of the ICAP program. It consolidates into a single form all of the biographic and personal data which the Office of Security requires from an employee. Pages three and four are devoted to career planning on the part of each professional employee. Page three yields a visual profile of the employee's career as well as his career plan. Page four permits him to set forth the training which he considers necessary and desirable to develop his career. It emphasizes language development. Page four also permits narrative coverage of the career plan. If thoughtfully executed, this portion of the form should permit us to know our people better than we have before.

5. The program also includes an effort to improve communication between management and our professional careerists. A loose-leaf volume containing abbreviated, informally written job descriptions for each position in the Office of Security is now almost completed. Copies of this volume will be available to each professional careerist in the field and in headquarters.

6. The ICAP program also envisions and requires a degree of automation. Since only dossiers and career plans are involved, we will be able to use a mechanical system which has already been identified. The system will readily identify individuals with facts about their background and details of their career plans. It will "recall" these facts and details utilizing a coding mechanism. We believe that the use of this rather simple mechanical device will permit early implementation of the program.

7. I have presented the proposed ICAP program to our Management Advisory Group. This group, as you know, is comprised of young careerists who have been in the Office longer than a year and are in grade GS-11 or below. They have shown enthusiasm for such a program.

8. If properly used, we in the Long-Range Planning Group feel that the combination of factors which comprise the ICAP program will do much to:

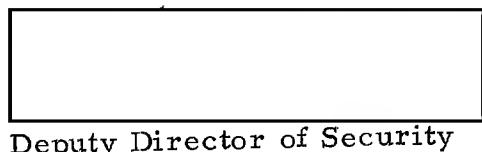
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- a. Surface talent,
- b. Motivate careerists toward building broad foundations for security careers,
- c. Place more employees in jobs which they want,
- d. Stimulate the desire for training and language development, and
- e. Develop a career service which is cognizant of individual desires in building an inventory of careerists qualified and ready for broad utilization.

9. With your approval, we plan to initiate this program immediately after the volume of job descriptions has been printed and distributed.

25X1A

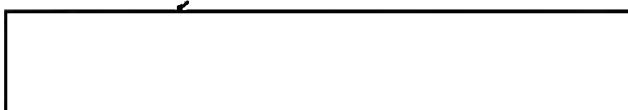


Deputy Director of Security

Attachment

The recommendation contained in paragraph 9 is approved.

25X1A



Howard J. Osborn
Director of Security

Sept 9, 1960
Date

* See next page.

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*I not only heartily approve implementation of this "Individual Career Advancement Program" but would like to commend you and the members of your Long-Range Planning Group for the very obvious thought and work that has gone into its development. At the very next meeting of this Group, I hope that you will convey to it these sentiments. I have sent a copy of this plan, together with its implementing form, to the Deputy Director for Support and to the Director of Personnel with the thought that they may wish to consider it for possible broader application within the Agency. In my opinion, it is entirely responsive to the desires of the Administration and the Director to devote increased dimension and emphasis to the importance of making careers for our young budding executives.

*Done
W.P.
9/2/70*

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D.		MILITARY SERVICE INCLUDING ACTIVE RESERVE						
FROM - TO		BRANCH OF SERVICE		HIGHEST RANK HELD		MILITARY SPECIALTY		
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E. LANGUAGE PROFICIENCIES								
INSTRUCTIONS FOR COMPLETING SECTION E. USE THE LEVEL OF SKILL, AS INDICATED, SELECTING THE NUMERAL MOST APPLICABLE TO SKILL AREA BEING RATED (I-SPONSOR II-SPOUSE)				DEGREE OF PROFICIENCY: 1 - SLIGHT 2 - ELEMENTARY 3 - INTERMEDIATE 4 - HIGH 5 - NATIVE				
LANGUAGE		READ	WRITE	CONVERSATION	UNDERSTAND	TESTED	YEAR	TEST RESULT (IF KNOWN)
I					<input type="checkbox"/> YES	<input type="checkbox"/> NO		
II					<input type="checkbox"/> YES	<input type="checkbox"/> NO		
F. FOREIGN AREA KNOWLEDGE								
COUNTRY OR AREA		TYPE OF KNOWLEDGE		KNOWLEDGE ACQUIRED BY -				
				RESIDENCE	FROM - TO	STUDY	FROM - TO	
				<input type="checkbox"/>		<input type="checkbox"/>		
				<input type="checkbox"/>		<input type="checkbox"/>		
G. NON AGENCY EMPLOYMENT (LIST LAST EMPLOYER FIRST)								
FROM - TO		POSITION TITLE		EMPLOYER				
H. SPECIALIZED AND MACHINE/EQUIPMENT SKILL								
FIELD OF SPECIALIZATION		PROFICIENCY		FIELD OF SPECIALIZATION		PROFICIENCY		
HOBBIES:								
I. AGENCY RELATED AWARDS/CITATIONS/DECORATIONS (INCLUDE QSI'S)								
TYPE		YEAR		TYPE		YEAR		

SECRET

(When Filled In)

FULL NAME (LAST, FIRST, MIDDLE)

GRADE (GS)

PART II - ASSIGNMENT HISTORY

INSTRUCTIONS: IN LINE (1) SET FORTH THE REQUESTED INFORMATION ON YOUR FIRST ASSIGNMENT IN THE AGENCY. INDICATE COMPONENT TYPE BY PLACING AN (X) IN THE APPROPRIATE COLUMN. SET FORTH INFORMATION ON YOUR SECOND ASSIGNMENT IN LINE (2). CONTINUE ON IN LIKE MANNER THUS FORMING A GRAPHIC PICTURE OF YOUR PAST ASSIGNMENTS.

LINE	DATES	GR	COMPONENT TYPE						POSITION	LOCATION
			I O S	P S	P T O S	O V E R S E A S	S T A F F	O T H E R		
			FROM -	TO -						
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										

PART III - FUTURE CAREER ASSIGNMENT PLAN

INSTRUCTIONS: SET FORTH BELOW HOW YOU WOULD LIKE TO SEE YOUR CAREER DEVELOP DURING YOUR NEXT THREE ASSIGNMENTS. NO LINE SHOULD HAVE MORE THAN ONE ENTRY.

LINE	COMPONENT TYPE						POSITION	LOCATION
	I O S	P S	P T O S	O V E R S E A S	S T A F F	O T H E R		
	1	2	3	4	5	6		
1								
2								
3								

SECRET
(When Filled In)

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TRAINING

INSTRUCTIONS: LIST ALL TRAINING THAT WOULD CONTRIBUTE TO YOUR CAREER PLAN. INCLUDE BOTH INTERNAL AND EXTERNAL TYPE TRAINING REQUIRED WITH SPECIAL EMPHASIS ON LANGUAGES.

SCHOOL OR FACILITY	COURSE(S)	SCHOOL OR FACILITY	COURSE(S)

NARRATIVE: CAREER PLAN

OUTLINE HOW YOU WOULD LIKE TO SEE YOUR CAREER DEVELOP DURING THE COMING YEARS. BE BRIEF BUT EXPLICIT. IN REFERENCE TO PROSPECTIVE ASSIGNMENTS, POSITIONS, ETC., USE AGENCY/SECURITY POSITION TITLES. INCLUDE ADDITIONAL TRAINING, EDUCATION DESIRED. THIS NARRATIVE SHOULD COINCIDE WITH, BUT NEED NOT BE LIMITED TO, THE SECTION OF THIS FORM TITLED "FUTURE CAREER ASSIGNMENT PLAN (Part III)."

DATE PREPARED:

SIGNATURE

FORM
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GROUP 1

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PART IV - AREA ASSIGNMENT AVAILABILITY

1. NAME (Last, First, Middle)

2.

DEPENDENTS

RELATIONSHIP	YR. OF BIRTH	RELATIONSHIP	YR. OF BIRTH

3. IN ACCORDANCE WITH AGENCY POLICY CONCERNING CAREER STAFF OBLIGATION, I HAVE INDICATED MY PERSONAL PREFERENCE AND CIRCUMSTANCES WITH RESPECT TO ASSIGNMENTS BY CHECKING THE APPROPRIATE BLOCK BELOW:

I COMMIT MYSELF TO SERVE ANYWHERE WITHOUT RESERVATION. THIS IS IS NOT TO BE CONSIDERED A REQUEST FOR THE FIRST POSSIBLE ASSIGNMENT FOR WHICH I QUALIFY.

I WILL SERVE ANYWHERE BUT REQUEST NOT TO BE CONSIDERED FOR ANY NEW ASSIGNMENT UNTIL FOR REASONS STATED UNDER "COMMENTS." 19

I WILL ACCEPT ANOTHER ASSIGNMENT, BUT REQUEST CONSIDERATION OF CERTAIN EXCEPTIONS WHICH ARE EXPLAINED UNDER "COMMENTS."

I CANNOT ACCEPT ANOTHER ASSIGNMENT FOR REASONS EXPLAINED UNDER "COMMENTS."

4. THERE IS IS NOT A MEDICAL OR OTHER OFFICIAL REASON WHICH PRECLUDES MYSELF OR FAMILY FROM SERVING OVERSEAS. (If affirmative, explain under "Comments.")

5. AREA ASSIGNMENT PREFERENCES. (Not to be considered binding or restrictive unless so stated under "Comments.")

FOREIGN

1.	2.	3.
----	----	----

DOMESTIC

1.	2.	3.
----	----	----

6. COMMENTS. (Indicate any specific reason or qualification you have for your foreign preferences; any reason for not being able to serve in a specific area; or any reason for not desiring another assignment. If asking for a deferral under 3, state reasons.)

DATE

SIGNATURE

COMMENTS CONTINUED ON REVERSE SIDE.

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GROUP I
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downgrading and declassification

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CAREER CONTINUITY RECORD - PART I - BIOGRAPHIC DATA

OATE PREPARED

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D. MILITARY SERVICE INCLUDING ACTIVE RESERVE								
FROM - TO	BRANCH OF SERVICE	HIGHEST RANK HELD	MILITARY SPECIALTY					
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LANGUAGE		READ	WRITE	CONVERSATION	UNDERSTAND	TESTED	YEAR	TEST RESULT (IF KNOWN)
YES	NO							
I								
II								
F. FOREIGN AREA KNOWLEDGE								
COUNTRY OR AREA		TYPE OF KNOWLEDGE		KNOWLEDGE ACQUIRED BY -				
				RESIDENCE	FROM - TO	STUDY	FROM - TO	
				<input type="checkbox"/>		<input type="checkbox"/>		
				<input type="checkbox"/>		<input type="checkbox"/>		
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FROM - TO	POSITION TITLE		EMPLOYER					
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FIELD OF SPECIALIZATION	PROFICIENCY		FIELD OF SPECIALIZATION	PROFICIENCY				
HOBBIES:								
I. AGENCY RELATED AWARDS/CITATIONS/DECORATIONS (INCLUDE QSI'S)								
TYPE		YEAR	TYPE		YEAR			

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(When Filled In)

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			I O S	P S	P T O S	O V E R S E A S	S T A F F	O T H E R		
1										
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L. I. N. E	COMPONENT TYPE						POSITION	LOCATION
	I O S	P S	P T O S	O V E R S E A S	S T A F F	O T H E R		
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2								
3								

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DATE PREPARED:

SIGNATURE

FORM 6-70 3176

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1. NAME (Last, First, Middle)

2.

DEPENDENTS

RELATIONSHIP	YR. OF BIRTH	RELATIONSHIP	YR. OF BIRTH

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FOREIGN		
1.	2.	3.
DOMESTIC		
1.	2.	3.

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DATE

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COMMENTS CONTINUED ON REVERSE SIDE

FORM 6-70 3176

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